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Collective Bargaining in Higher Education

- FACULTY
- NON-FACULTY

Bibliography No. 7

with Author, Subject and Title Indexes

Compiled by Molly Garfin

January 1979

THE NATIONAL CENTER FOR
THE STUDY OF COLLECTIVE BARGAINING
IN HIGHER EDUCATION
Baruch College – CUNY

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COLLECTIVE BARGAINING IN HIGHER EDUCATION

BIBLIOGRAPHY NO. 7 APRIL, 1979

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The National Center for the Study of
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INTRODUCTION

The Seventh Annual Bibliography of the National Center for the Study of Collective Bargaining in Higher Education is a selective collection of the literature and major news events of the past year. With the publication of the Annual Directory of Faculty Contracts and Bargaining Agents in Institutions of Higher Education, it is designed to serve the research needs of those engaged in the study and practice of collective bargaining in higher education.

The National Center is an impartial, nonprofit institution, in its seventh year, serving as a clearinghouse and forum for those engaged in collective bargaining (and the related processes of grievance administration and arbitration) in colleges and universities. Operating on the campus of Baruch College, City University of New York, it addresses its research to scholars and practitioners in the field. Membership consists of institutions and individuals from all regions of the U.S. and Canada. Activities are financed primarily by membership, conference and workshop fees, foundation grants, and income from various services and publications made available to members and the public.

In addition to the Bibliography, the National Center's publications include: Newsletters, Proceedings, and Monographs.

We trust that this publication, along with the other programs and services of the National Center, will continue to make a significant contribution to those engaged in collective bargaining in higher education.

Joel M. Douglas
Director

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PREFACE

The seventh Annual Bibliography, the latest in the series of bibliographies of retrospective and current searches in the field of Collective Bargaining in Higher Education, represents an attempt to selectively survey the literature of the field as it relates to faculty and non-faculty in public and private colleges and universities. Primarily a source of current references for the year 1978, it also includes pre-1978 references of particular interest at this time, that were not included in earlier bibliographies.

Materials covered include books, periodical articles, research reports, unpublished reports, speeches and noteworthy judicial and administrative agency decisions. The reader is referred to the section "Resources and Periodicals" for further information on sources. Many organizations listed in the section "Useful Addresses" kept the Center informed of meetings, speeches and research reports; "Bibliographies" on pages 84-85 lists published bibliographies that you may find useful.

Bibliography 7 (except for Library Holdings noted below) is arranged by Subject - See Table of Contents for major subject divisions - and alphabetically by author or title within each subject. Author and Title Indexes begin on pages 42 and 45; the Subject Index begins on page 55, and provides access to geographic areas and individual institutions as well as sub-divisions of major subjects.

"*Newsworthy Events - 1978*", pages 37-41 is a cumulation of Current Events Citations that appeared in the 5 issues of the 1978 *NCSCBHE Newsletters*. *Elias Lieberman Library: Bibliography of Holdings* beginning on page 62 lists holdings of the National Center Library. We hope that this listing of major publications in the field to date, as well as many of the Dissertations, will be useful to you.

Molly Garfin

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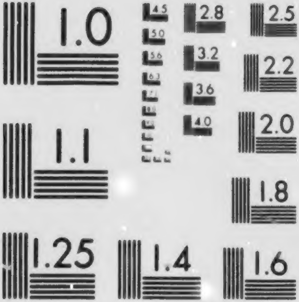
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American School and University (m)
The American Teacher (AFT) (10/yr)
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Canadian Association of University Teachers (CAUT), Bulletin
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Change (10/yr)
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Industrial and Labor Relations Review
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LMRS Newsletter (m)
Labor Arbitration in Government (AAA) (m)

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*( ) frequency of publication

Resources and Periodicals (continued)

Labor Law Journal
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NACUBO (National Association of College and University Business Officers) (m)
NEA Advocate (m)
NEA Reporter (m)
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- .Annual Conference Proceedings (a)
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- .Research Reports

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GLOSSARY

A:

Academic freedom - Faculty should be free from institutional censorship or discipline and is entitled to intellectual freedom in research and publications. Implicit in the term are special obligations re: introduction of controversial matter which has no relation to subject taught. Limitations of academic freedom because of religious or other aims of the institution should be stated in writing at the time of appointment.

Accountability - Demands placed on institutions of higher education and the individuals that provide educational services to be "accountable" to one or more groups in some aspect of their behavior such as validity of objectives, effectiveness of expenditures, day-to-day performance of their functions, or educational results of activities.

Across-the-board increase - A general wage increase simultaneously affecting all or most employees in a company or industry by way of a uniform cents-per-hour or percentage increase.

Administrative law judge - Official who rules on questions that arise in labor relations such as unit determination and unfair labor practices. Usually holds hearings and makes recommendations to the National Labor Relations Board or other government agency.

Adversary model - Used to describe governance structures in which employees and management, for example, compete for authority. See also collegiality.

Affirmative action - Compliance with federal guidelines for purpose of advancing occupational and/or educational interests of specific minorities. Elements of affirmative action include employment practices, testing and validation, and promotion procedures. Deals not only with overtly discriminatory practices, but also those which are fair in form but discriminatory in effect.

Affirmative action officer - Person who carries out an affirmative action program and monitors and evaluates departments that are trying to increase number of female and minority group employees.

Agency shop - Provisions of a collective bargaining agreement that requires all employees of the bargaining unit to pay fees to the union. They are not required to actually become members as under union shop. Synonymous with fair share agreement.

Agent - A union that has been named as the exclusive representative of the employees for purposes of bargaining over wages, hours, and other terms and conditions of employment.

Agreement, Collective Bargaining - A written agreement (contract) resulting from negotiation between employer or group of employers and employee organizations or group of organizations. Usually contains provisions such as conditions of employment (wages, fringe benefits, hours of work) and procedures to be used in settling disputes during term of the contract. Usually run for a definite period of time.

Agreement enforcement - The method by which either employees or management seeks to resolve a dispute over administration of a collective bargaining agreement. Methods of enforcing agreement when mutual consent is impossible are through the grievance machinery, appeals to court, or administrative agencies, or by strikes.

Amendment of certification, see Clarification of unit.

American Arbitration Association (AAA) - A private, non-profit organization established to promote arbitration as a method of settling labor disputes. Provides lists of qualified arbitrators on request as well as rules of procedure for conduct of arbitration.

American Association of University Professors (AAUP) - A national organization of faculty members originally founded for the protection of academic freedom and tenure. In 1971 voted to pursue collective bargaining as a "major addtional way" of achieving its goals.

American Federation of State, County and Municipal Employees (AFSCME) - The largest union representing "non-academic" campus workers. An AFL-CIO affiliate.

American Federation of Teachers (AFT) - An affiliate of the AFL-CIO organized to represent both college professors and school teachers.

Anti-Injunction Law (Norris-LaGuardia Act) - A federal law passed in 1932 which restricted the rights of U.S. Courts to issue injunctions aimed at restraining activities of labor unions. The Taft-Hartley Act of 1947 restored some injunctive power to the courts.

Anti-Strikebreaking Act (Byrnes Act) - A federal law passed in 1936 which prohibits the interstate transportation of "any person who is employed or is to be employed for the purpose of obstructing or interfering by force or threats with the peaceful picketing by employees during a labor controversy or the exercise by employees of any of the rights of self-organization or collective bargaining."

Antitrust laws - Federal and state statutes to protect trade and commerce from unlawful restraints and monopolies. Used for many years to restrict union activities such as strikes, picketing, and boycotts. Recently their use in labor cases has been limited by statute and judicial interpretation.

Arbitrability - The extent to which management is obligated by contract to take a particular grievance or dispute to arbitration. The answer is usually determined by an arbitrator or by a court.

Arbitration - The process of referring disputes between employers and employees (or between two rival unions) to the decision of impartial adjudicators. Employed to resolve impasses in negotiations or as the final step in a grievance procedure. While an arbitrator's decision is legally binding, arbitration differs from judicial process in that the disputants have voluntarily agreed to refer the matter to arbitration and have themselves selected the arbitrator, and hearings are usually much less formal than court proceedings. Also, the arbitrator may make independent investigations. Most common types are grievance and interest arbitration.

Arbitration, Ad Hoc - Temporary, single-case arbitration. This is distinguished from "permanent" arbitration systems in which "permanent" arbitrators are named to serve for the life of the agreement or a stipulated term, hearing all disputes that arise during this term.

Arbitration, Compulsory - Mandated by statue. If mediation and fact-finding fail, the submission of dispute to arbitrator or board of arbitration is involuntary and does not require approval by parties.

Arbitration, Grievance - Arbitration of disputes that arise over interpretation of existing collective bargaining agreement. Sometimes referred to as rights arbitration. Grievance arbitrator interprets and applies the contract, judging the meaning and intent of the contract.

Arbitration, Interest - Arbitration of disputes that arise during course of contract negotiations when arbitrator makes decision on what will be contained in contract. Usually employed after mediation and/or fact-finding have failed to resolve impasse.

Arbitrator - An impartial third party to whom disputing parties submit their differences for decision (award).

Authorization card - Statement signed by an employee designating an employee organization to act as his representative in collective bargaining. This signature does not necessarily mean that he is a member of the organization.

Automatic wage adjustment - A plan whereby wage rates are raised or lowered according to an established formula in response to other specified changes such as cost-of-living, business profits, or prices.

Award - In labor-management arbitration, the final decision of the arbitrator, usually binding on both parties to dispute.

B:

Back pay - Compensatory wages due an employee because of 1) employer violation of minimum wage laws, 2) layoff or discharge in violation of labor legislation or collective agreement. To be distinguished from retroactive pay.

Back-to-work movement - An agreement by striking workers to return to their jobs before union has declared an end to the strike.

Bargainability, see Scope of Bargaining.

Bargaining agent, see Agent.

Bargaining representative - Any organization, agency or person authorized by an employer, employee, group of employees, or employee association to act on their behalf and represent them.

Bargaining rights - Generally refers to workers' right to bargain collectively with employers as established by law and judicial interpretations.

Bargaining unit - A group of employees who voluntarily unite, or by decision of a government agency such as the NLRB are deemed to be an "appropriate" unit for bargaining collectively with their employer.

Bilateral action - The joint action of the parties through collective bargaining before final action is taken, as distinguished from "unilateral" action where the employer makes decisions without discussion or agreement with the bargaining agent.

Binding arbitration, see Arbitration.

Bi-partite board - A joint board consisting of equal number from labor and management, set up as a step in the grievance machinery just prior to arbitration. A majority vote is needed to dispose of a grievance. If the board is deadlocked, a neutral member may step in to break tie vote.

Blue-Sky bargaining - Unrealistic and unreasonable demands in negotiations made either by labor or management or both, usually at the beginning of negotiations.

Board of inquiry - Board set up by public agency to investigate a labor dispute. (See also Fact-Finding).

Boards of mediation - The various state mediation agencies that perform services to further and assist arbitration.

Bona fide union - A union chosen or organized freely by employees without unlawful influence on the part of their employer.

Breach of contract - Alleged violations of the collective bargaining agreement which may be subject to an established grievance machinery or may be remedied by suing through the courts.

Bumping - During layoffs, the displacing of junior employees by workers of longer service; sometimes referred to as "backtracking".

Bureau of National Affairs (BNA) - An information service that covers federal and state developments in labor relations with special materials in the fields of collective bargaining, arbitration, wage and hour regulations, affirmative action.

Business agent - A union official who handles grievances, helps enforce agreements, and performs other administrative tasks for the union. Usually paid employees of the union.

Business unionism - ("bread-and-butter" unionism) - Used to characterize objectives of trade union movement in the United States with emphasis on higher wages and better working conditions rather than political action or radical reform of society.

Byrnes Act - see Anti-Strikebreaking Act.

C:

Card-carrying members - Union members in good standing who have evidence of their membership.

Card check - Checking union authorization cards signed by employees against employer's payroll to determine whether a union represents a majority of the employees.

Caucus - In negotiations, when the union or employer requests a recess to discuss by itself, a proposal or offer made by the other party or mediator.

Cease and desist order - Command issued by a labor relations board requiring employer or union to abstain from unfair labor practice, or abide by guidelines in the enabling legislation.

Certification - Normal determination by state administrative agency that a particular union is the majority choice and hence exclusive bargaining agent of all employees in a given bargaining unit.

Chairperson - see Department Chairperson

Challenged ballot - A vote questioned by one of the parties to a representation election. Challenged ballots are kept sealed, and opened and counted only if their number is sufficient to affect the outcome of the election.

Checkoff - Employer, by agreement with the union, withholds union dues and assessments from the pay of union members and turns the funds over to the union. The 1947 Labor-Management Relations Act and the state laws permit checkoff only for those employees who individually authorize the employer to make such withholdings.

Clarification of unit - A procedure where an administrative agency or the employer and union, redefine a bargaining unit.

Classification plan - A method of describing and evaluating a job so that a fair rate of pay may be assigned which has some relationship to the status of the job and the proficiency required to perform it.

Closed shop - Employees must belong to the union before they can be hired. Was declared illegal by the 1947 Labor-Management Relations Act.

Closed union - A union which purposely makes membership in that union difficult by setting high initiation fees, limiting admission to persons, completing specified apprenticeship training, setting social and ethnic barriers or using other methods to protect the job opportunities to present union members.

Coalition (coordinated) bargaining - joint or cooperative efforts by a group of unions in negotiating contracts with an employer who deals with a number of unions.

Coercion - Economic or other pressure exerted by an employer to prevent employees from freely exercising their right to self-organization and collective bargaining, or intimidation by union or fellow employees to compel affiliation with union.

Collective agreement - see Contract.

Collective bargaining (collective negotiations) - A method of bilateral decision making in which representatives of the employees and employer determine the conditions of employment of all workers in a bargaining unit through direct negotiation. The bargaining normally results in a written contract which is mutually binding and sets forth wages, grievance procedures, and other conditions of employment to be observed for a stipulated period. Collective bargaining is to be distinguished from individual bargaining, which applies to negotiations between an individual employee and the employer.

Collegiality - Refers to the concept of shared authority in decision-making characterized by joint faculty-administration committees or deliberation bodies. Management and employees exercise joint responsibility. The term traditionally applied to campus governance. See also adversary model.

Collusion - A conspiracy between an employer and the certified representative of his employees to defraud the employees while providing the semblance of a genuine bargaining relationship.

Community colleges - Public or private 2-year colleges that offer academic, general, occupational, remedial and continuing adult education.

Community of interest - A factor to be considered in determining whether employees should be grouped together as an appropriate bargaining unit. Community of interest guidelines include similar working conditions, similar job responsibilties, desires of the employees, common centralized supervision or work site, common skills or educational requirements.

Company union - Organizations of employees of a single employer usually with implication of employer domination. National Labor Relations Act and nearly all public sector collective bargaining statutes declare such employer domination as an unfair labor practice.

Conciliation _ Attempts by neutral party to reconcile opposing viewpoints in a labor dispute in order to help the negotiating parties come to a voluntary settlement. In current usuage, the terms conciliation and mediation are used interchangeably, although traditionally a "conciliator" played a less active role than a "mediator" in a labor dispute.

Consent Election - A method of holding elections and determining the wishes of employees in an appropriate bargaining unit without a formal hearing.

Continuous negotiating committees (interim committees) - Established by employers and employee organizations in a collective bargaining relationship to keep an agreement under constant review to discuss possible changes long in advance of its expiration date. (See also Crisis Bargaining).

Contract - Formal agreement over wages, hours and conditions of employment between an employer or group of employers and one or more unions representing employees.

Contract bar clause - Rules applied by the NLRB to determine when an existing contract between an employer and a union will bar a representation election sought by rival group.

Contributory welfare plan - A retirement pension or other benefit plan whose cost is shared (not necessarily equally) by both the employer and the employees.

Cooling-off period - Period during which employees are forbidden to strike, under a law which requires a definite period of notice before a walkout.

Cost-of-living adjustment - See Escalator Clause.

Cost-of-living index - A measure of the change in the retail price of goods, rents, and services. The most widely known index, Consumers Price Index or CPI, of the Bureau of Labor Statistics, is issued every month and represents the average change in prices of living essentials in representative large cities.

Crisis bargaining - Collective bargaining taking place under the shadow of an imminent strike headline. (see also Continuous negotiating committee).

D:

Daily Labor Report - A report published by the Bureau of National Affairs, Inc. to provide practitioners with official decisions and actions affecting labor-management relations.

Deauthorization election - Election held by the NLRB under the Taft-Hartley Act to determine whether employees wish to deprive their union bargaining agent of authority to bind them under a union-shop contract.

Decertification - Withdrawal from a union of its recognition as exclusive bargaining agent, following a vote by employees that they no longer want the union as their representative.

Deferred wage increase - Negotiated changes which do not become effective until some specified date in the future.

Department chairperson - Faculty member responsible for certain administrative and supervisory tasks. The position has been included in some faculty units and excluded in others, and their role is a critical area in academic unionization. National Labor Relations Board has developed guidelines for deciding whether they are first-level administrators or faculty members who should be in the bargaining unit.

Department seniority - Seniority based upon years of service in a particular department or agency of a jurisdiction rather than the entire service time.

Direct action - A way in which some unions gain concessions from the employer or force management to settle a grievance through the use of threats, slowdowns, or various forms of strike action rather than using negotiations or the grievance machinery in the collective bargaining contract.

Disaffiliation - The procedure whereby a local union separates from the national or international union of which it is a member; or a national or international union withdraws from a federation to which it belongs.

Discharge - Involuntary dismissal of an employee for cause. A discharged employee, unlike one laid off, loses his seniority rights to re-employment.

Discrimination - Refusal to hire, promote, or admit to union membership because of race, creed, color, sex, age or national origin; also a means of encouraging or discouraging membership in a labor organization.

Dismissal - see Non-reappointment.

Dismissal wage - Payment by the employer to an employee who is permanently and involuntarily laid off.

Dispute - A controversy between an employer and employees (or union) that is sufficiently serious to be referred to an arbitrator or government agency for settlement or to threaten or cause a work stoppage.

Dispute settlement - Techniques used to resolve labor-management disputes in order to avoid strikes or other forms of economic warfare. There are many methods used for settlement of these differences, such as mediation, conciliation, fact-finding, emergency boards, arbitration, or litigation.

Downgrading - The reassignment of workers to tasks with lower skill requirements and lower pay rates may occur during periods of work force reduction through the bumping process.

Due process - Two categories; substantive due process seeks to guarantee that convincing reasons exist for whatever decision is reached; procedural due process refers to method for carrying out decision process.

Dues check-off - see Check-off.

Duty to bargain - see Good Faith Bargaining.

E:

Earnings - Total remuneration for services rendered or time worked including overtime, bonuses and commissions, and other premium pay. (see also Escalator Clause).

EEOC - The Equal Employment Opportunity Commission, established by Title VII of the Civil Rights Act of 1964, prohibits employers or labor unions with 25 or more employees from discriminating against an individual because of race, color, religion, sex or national origin.

Eligibility list - A list usually used by civil service agencies to determine, after written or oral examination, those persons who are eligible to be hired for certain jobs. Another form of eligibility list is used in representation elections conducted under federal and state labor relations laws which names those employees eligible to vote.

Employee election - Balloting by employees for the purpose of choosing a bargaining agent or unseating one previously recognized.

Employer association - An organization of employers in related enterprises, usually acting together to establish labor policy or to bargain as a group with one or more unions.

Employment contract - Agreement between an employer and one or more employees.

Enabling legislation - With regard to Collective Bargaining, laws which allow public employees to organize into associations and bargain as a single entity. See Meet and Confer.

Equal pay for equal work - A wage plan or legal provision for the same compensation to all employees within an establishment or other bargaining unit, who are performing the same kind and amount of work, regardless of race, sex, or other characteristics of the individual workers.

Escalator clause - A clause in the contract requiring that wage/salary scale be adjusted periodically to changes in the cost of living (as determined by the Consumer Price Index).

Escape period - A period, normally 15 days, enabling employees to resign from a union so as not to be bound to continue membership under membership-maintenance agreements.

Exclusive representation - Granting a union status as the sole representative of the designated bargaining unit.

Exempt employees - Employees who are not subject to the provisions of the Fair Labor Standards Act.

Exigency - See Financial Exigency.

Expiration date - Formal termination date established in a collective bargaining agreement, or the earliest date at which the contract may be terminated.

F:

Fact-finding - A means of resolving impasses in bargaining in which an independent third party, usually appointed by a labor relations agency, by the parties themselves, or, at the request of the parties, by the American Arbitration Association, holds a hearing and makes non-binding recommendations for resolving disputes.

Faculty - Those employed by a college or university in a professional capacity; can refer to administrative, teaching and non-teaching professional personnel.

Faculty rights and responsibilities - see Academic Freedom.

Fair employment practice - Conducting employment in compliance with prohibitions against discrimination because of race, color, religion, sex, or national origin.

Fair share - A fee paid to the union by members of a bargaining unit who have not joined that union. The fee covers the services of the union in securing bargained for benefits such as negotiated wage rates and grievance arbitration procedures enjoyed by the non-union employee.

Featherbedding - Practices, usually by unions, such as demanding payment for work not performed, refusing to allow adoption of labor-saving equipment, and creating non-essential jobs.

Federal mediation and conciliation service -(FMCS) - Basic arbitration function is the maintenance of a roster from which the Service can nominate arbitrators to the parties.

Field examiner - An employee of the NLRB whose primary duties are to conduct certification elections and to conduct preliminary investigations of unfair labor practice charges.

Final offer arbitration - Forces arbitrator to choose between employer's and union's positions on each issue or as a package, in dispute under the arbitration.

Financial exigency - Fiscal situation where employer feels it is necessary to curtail programs and/or lay off employees. Also a situation in which a university declares that its financial difficulties warrant abrogation of job-security provisions, including tenure. See also Retrenchment.

Formal notification - A procedure that is occasionally required in a collective bargaining agreement which calls for the parties to specify the form a particular type of notice must take in order to assure the parties that the information will be properly and officially delivered.

Free rider - A union term for a worker who does not belong to a union but nevertheless receives the benefits derived from a union-negotiated contract or other union activity.

Fringe benefits - Compensation other than salary, such as insurance, medical benefits, pensions, and other similar benefits that are given to an employee under his employment or union contract in addition to direct wages.

Functus officio - An arbitrator's authority and jurisdiction are entirely terminated by the completion and delivery of an award. After the award has been rendered, the arbitrator should not issue any clarification or interpretation thereof, or comments thereon, except at the request of both parties.

Furlough - Period of layoff.

G:

Goldfish bowl bargaining - A controversial procedure in which collective negotiation sessions are open to the press and the public and are constantly under the surveillance of the public eye. The theory is that if public funds are involved the negotiation process leading to an allocation of those funds should be open to public scrutiny. Also called "Sunshine bargaining".

Good-faith bargaining - Employees and management agree to bargain according to the governing rules and regulations and to work toward reaching a settlement through negotiation.

Goon - A person hired either by a union or by management during a labor dispute to create violence and intimidate the other side.

Governance - The act of collegial decision-making, peer group evaluation or administrative deliberations made in the context of running a university. See Collegiality.

Grievance - A complaint usually by an individual, but sometimes by the union or management, concerning interpretation of a collective bargaining agreement. Method of dealing with individual grievances is usually spelled out in the union contract.

Grievance arbitration - See Arbitration, Grievance.

Grievance committee - Committee designated by a union to meet periodically with the management to discuss grievances that have accumulated.

Grievance machinery - The methods, usually described in the collective bargaining agreement, to resolve problems which arise in the application and interpretation of the contract.

Grievance procedure - A method of dealing with a complaint made by an individual or by union or management that allows the work place to continue operating without interruption. The complaint concerns an alledged violation, misinterpretation, or misapplication of a contract. The procedure generally provides for discussions of the grievance at progressively higher levels of management authority, with arbitration typically being the last step.

Guaranteed employment - A plan established by an employer or through employer-union negotiations, whereby employees are assured a specified number of days' work per week or weeks per year or the equivalent in wages.

Guaranteed wage rate - The base rate or other established minimum which is guaranteed under most incentive wage systems regardless of actual output.

H:

Hearing - A meeting during which argument and testimony are taken to develop a factual record relevant to the issue(s) in representation.

Hiring freeze - No new employees are added to the work force.

I:

Illegal strike - A work stoppage forbidden by law because specified legal procedures have not been followed prior to the stoppage or because of an injunction forbidding the stoppage. Can also refer to a stoppage which has not been authorized by proper union officials or voted on in accordance with union rules by union members.

Immunity clause - A contract clause designed to protect a union from suits for contract violation growing out of unauthorized strikes.

Impartial chairman - An outside person employed jointly by union and employer, usually for a definite period of time, to assist in negotiating and administering the collective agreements. After contract is negotiated, it is function of impartial chairman to see that both parties observe terms of the contract and to make final decisions as to interpretation or application.

Impasse - That point in the negotiations at which either party determines that no further progress in reaching an agreement can be made. Technical impasse refers to point at which agreement is supposed to be reached but has not, and parties continue to bargain in good faith.

Improper practice - Conduct prohibited by statute or administrative regulation. The term is also used in public employment relations for unfair labor practice.

Increment - One of a series of wage levels in a range between the maximum salary and the minimum salary specified for a particular job classification.

Individual bargaining - The process of negotiation which takes place between the individual employee and his employer. When collective bargaining was not widespread, individual bargaining prevailed.

Individual employee grievances - The right of an individual employee, under the terms and conditions of the collective bargaining agreement, to process his grievance outside the normal grievance machinery. The settlement which the individual employee receives may not violate the terms of the collective bargaining and the union usually must be notified and given the opportunity to have its representative present at the time the final settlement is reached.

Industrial relations - General term covering matters of mutual concern to employers and employees; the relationships, formal and informal, between employer and employees. See also Labor Relations.

Initiation fee - Fee required by unions for membership. If such fees are ruled excessive or discriminatory by a labor board or court, an employer many not be held to the obligation, under a union shop, of discharging employees who do not join the union.

Injunction - A mandatory court order to perform or cease a specified activity usually on the ground that the complainant will suffer irreparable injury from unlawful actions of the other party.

Instant tenure - A term used to describe contract provisions by which all bargaining-unit members, from the moment of appointment, are equally protected from dismissal.

Interference - Interference with the right of employees to self-organization and to bargain collectively

Interim agreement - A memorandum of agreement designed to avoid a strike or other job action and/or to maintain conditions of employment until the final contract is signed.

J:

Job action - Concerted action by employees against the employer, usually at the point of impasse in contract talks. If the current contract contains a "No Strike" clause, job action can take the form of picketing, slowdown, or other similar protest.

Job security - Contract provisions that protect employees from dismissal, usually through a seniority system. In higher education, job security often includes a traditional or expanded tenure system.

Joint bargaining - Process in which 2 or more unions join forces in negotiating an agreement with a single employer.

Joint council - A body consisting of representatives of union and employer associations which exists to settle disputes arising out of a contract.

Judicial review - Proceedings before courts for enforcement or setting aside of orders of labor relations boards.

Jurisidiction - Right claimed by union to organize class of employees without competition from any other union; province within which any agency or court is authorized to act.

Jurisdictional dispute - Disagreement among unions as to who should represent a group of workers, or disagreement about the right of employees to perform certain types of work. If conflict develops into a work stoppage, it is called a jurisdictional strike, which is usually illegal.

112

L:

Labor grade - The category to which a particular job is assigned on the basis of skill, experience and other requirements, each grade having progressively higher minimum and maximum wage rates, to simplify wage structure and transfers of personnel.

Labor laws - Usually applied to federal or state legislation aimed at improving the conditions of workers or protecting the rights of labor unions.

Labor lobby - The arm of a labor organization or coalition of organizations that tries to influence state or federal legislations to enact and support labor sponsored legislation.

Labor-Management Relations Act (Taft-Hartley Act) - A federal statute passed in 1947 amending the Wagner Act of 1935. Among the important provisions of the law are: (1) closed shop is outlawed; (2) government authorized to seek an injunction preventing any work stoppage for 80 days in strike that imperils nation's health and welfare; (3) unions are prohibited from using union funds in connection with national elections; (4) unions must file financial statements with the Department of Labor and the membership; (5) the states are authorized to pass right-to-work laws.

Labor-Management Reporting and Disclosure Act (Landrum-Griffin Act) - A federal statute, passed in 1959, designed to rid unions of corruption and to ensure internal union democracy. Contains a "bill of rights" for union members, regulations concerning trusteeships, conditions to be observed in elections of union officers, and a definition of the fiduciary obligations of union officers.

Labor movement - General term usually applied to organized labor and its growth, structure, and activities, but may sometimes refer to all concerted economic, political and social activities of organized employees.

Labor organizer - A person employed by a union to enlist the employees of a particular employer or region in the union.

Labor relations - A general term used in connection with any or all matters of mutual concern to employers and employees. Sometimes given a more limited meaning to indicate the kind of recognition in effect between an employer and union.

Labor Relations Board - State or federal agencies which primarily handle labor relations. Usually handle unfair labor practices, and supervise representation elections.

Landrum-Griffin Act - see Labor-Management Reporting and Disclosure Act.

Last best offer - A method of interest arbitration in which each party submits a "last best offer" to the arbitrator, who chooses one of these offers as his final decision. He is not allowed to make a compromise between the two offers. The intent of this method is to increase the risk to the parties if they do not settle by themselves and to spur negotiated agreements.

Layoff - Shifting or eliminating faculty members because of institutional financial exigency, reallocation of resources, reorganization, or curtailment of programs. Laid-off employees usually retain seniority rights.

Leave of absence - Allowed time off from a job with the right of reinstatement and without loss of seniority.

Legally required benefits - Employee-benefit programs to which employers must contribute, or insurance that they must purchase for employees according to law, e.g., social security.

Living document - Terms of an agreement, particularly a long-term agreement, that are subject to review and renegotiation by the parties if conditions change or unforeseen events come about, despite the absence of a reopening clause.

Local union - The local chapter or affiliate of a national or international labor organization.

Lock-out - Closing down of a business or university, for example, as a form of economic pressure upon employees to enforce acceptance of employer's terms.

Long-term contract - Generally, a collective bargaining agreement with a duration of 2 or 3 years or longer as distinguished from a 1-year agreement.

M:

Maintenance of membership - Union-security agreement requiring that employees who are members of a union on specified date, or thereafter become members, remain members for the duration of the contract as a condition of employment.

Make whole - The recourse available to individual who has been discriminated against by an employer through an illegal act, e.g., reinstatement to job.

Management prerogatives - Rights that employers feel are exclusively their own and hence not subject to collective bargaining and negotiations. Often include the right to determine the services necessary to maintain efficiency and order, and to hire and direct the work force.

Management-rights clause - Collective bargaining contract clause that expressly reserves for management certain rights and specifies that the exercise of those rights shall not be subject to the grievance procedure or arbitration. A special problem in faculty negotiations because of indistinct meaning of "management" rights.

Mandatory subjects of bargaining - Primarily economic subjects that must be negotiated if one party so desires.

Master contract - A single collective bargaining contract that sets forth salary, working conditions, etc., for all employees in the bargaining unit but allows individual agreements with employer on certain matters.

MED-ARB - An impasse procedure which operates as a combination of mediation and arbitration. In this process the neutral acts as a mediator on as many issues as possible but has the authority to act as an arbitrator on issues left unsettled. Whatever is settled by mediation becomes part of the arbitrator's decision and is written up as a decision.

Mediation - A method of resolving an impasse in negotiations in which a third party, agreeable to both sides, assists union and employer in coming to an agreement. Unlike arbitrators, mediators cannot make binding settlements.

Meet and confer - Some state public sector labor laws allow employees to confer as a group with management over compensation, working conditions, etc., but do not require employer to agree to a contract. See Enabling Legislation.

Minimum wage - Lowest wage rate allowed by either federal or state law.

Minority union - A union which does not have exclusive bargaining rights because it has not been able to win the support of majority of the employees in a particular unit. Maintains its group identity and may in fact be recognized by the employer as the representative of a minority of workers.

Model agreement - A collective bargaining agreement sometimes recommended by an employee organization to its locals to serve as a standard agreement for a certain geographic area or industry.

Modified union shop - An agreement between an employer and a union requiring all present members to retain their membership and all new employees to become members, but does not require employees who were not members at the time the agreement was signed to join the union.

Monitorship - Supervision or surveillance of a union by an outside party, usually for a limited time, imposed by order of a court or parent union organization.

Multi-unit bargaining - Collective bargaining between a union which represents many bargaining units and an employer or group of employers.

N:

NEA - The National Education Association - A union that represents the largest number of faculty members in collective bargaining.

National Labor Relations Act (Wagner Act) - Federal law passed in 1935 which guaranteed workers the right to organize and join unions and to bargain collectively. "It is the basis for government oversight of labor relations between private employers, including private colleges and universities, and their employees."

(NLRB) National Labor Relations Board - Created by N.L.R.A. to oversee labor relations.

National union - A union having broad regional coverage with numerous affiliated locals.

Negotiating committee - Committee of a union or an employer selected to negotiate a collective bargaining contract.

Negotiating ranges - The range, including a minimum and maximum level, set by each of the parties to collective negotiations, within which they are willing to reach a settlement on any one particular issue, and beyond which it is more desirable to strike.

Negotiation - The process by which representatives of labor and management bargain to set conditions of work, e.g., wages, hours, benefits, working conditions and the machinery for handling grievances.

Neutrals - General term covering mediators, fact-finders, arbitrators, and other individuals who might assist the parties in their bargaining or contract administration efforts.

No-agent vote - An option available in collective bargaining elections that indicates a desire not to be represented by a bargaining agent.

No-raiding agreement - Jurisdictional agreements between national or international unions in which they agree not to pressure or entice workers to leave a union which has an established bargaining relationship with the employees in order to join another.

No-strike clause (and no-lockout clause) - Provision in a collective bargaining agreement in which employee organization agrees not to strike and employer agrees not to lock-out employees for the duration of the contract.

Non-binding arbitration - Arbitration in which neither employees nor management is obliged to abide by the decisions of a third party called in to mediate a labor dispute. See also Arbitration, Fact-finding, Mediation.

Noncontributory welfare plan - A health or pension program, financed entirely by the employer, for the benefit of employees.

Non-reappointment - Not renewing the contract of an untenured or probationary faculty member. Non-reappointment usually involves a decision not to grant tenure, takes effect at the end of the teacher's contract, and differs from dismissal, which is immediate.

Non-teaching professional - Faculty who do not teach but who hold professional positions in a college or university. Examples include librarians and admissions counselors.

Norris-LaGuardia Act - see Anti-Injunction Law

O:

Open-end agreement - A collective bargaining agreement which has no fixed termination date but which is in effect indefinitely, subject to a specified number of days' notice, by either party, that it considers the agreement at an end.

Open shop - Opposite of closed or union shop; employees are not required to join or pay fees to a union.

Organizational picketing - Picketing of an employer in an attempt to induce the employees to join the union.

Outlawed strike - Strike forbidden by law.

P:

Package increase - A combination of benefits including wage increases.

Partial strike - A work stoppage by key employees in an operation in order to put economic pressure on the employer.

Past practice clause - A clause in a contract stating that previous practices of the employer will continue unless they are modified by contract. In higher education, such a clause is commonly used to continue faculty participation in campus governance. The opposite of a zipper clause.

Performance evaluation - The evaluation of occupational or educational merits. Usually used for decisions regarding promotion, tenure, or non-renewal.

Permanent arbitrator - An arbitrator who is appointed under the terms of a collective bargaining agreement for a specified time period to hear all grievance arbitrations during that time.

Permissive subjects of bargaining - Subjects not covered in mandatory subjects, but not illegal. Parties may bargain these issues only if both sides wish to do so.

Picketing - A person or persons posted by a labor organization at the approach of a work place during a labor dispute for the purpose of (a) informing the public and employees that a dispute exists, (b) persuading workers to join or continue the strike or boycott, (c) preventing persons from entering or going to work.

Political expenditures - The money spent by unions or management to influence the nomination and election of political officials. Such expenditures are forbidden by the Federal Corrupt Practices Act unless, in the case of unions, they are made from voluntary contributions of union members rather than from union dues.

Portable pensions - Pension plans which increase the mobility of employees by allowing them to transfer earned pension credits from one employer to another.

Preferential hiring - Agreed-upon arrangement whereby the employer gives preference in hiring to union members, to applicants with previous training and experience in the industry, to workers displaced from another plant or from another part of a particular plant, or by order of the NLRB to employees found to be discriminatorily discharged.

Preferential shop - An agreement between an employer and union whereby union members are afforded preference over non-members in some aspect of employment; for example, the last to be laid off and the first to be rehired.

Preventive mediation - Procedures designed to anticipate and study potential problems of employment relations. These procedures may involve early entry into a resolution of employment disputes before a strike threatens.

Probationary faculty - Faculty members who are awaiting tenure.

Professional employee - As defined by the N.L.R.A. - Any employee whose work is predominantly intellectual and varied in character, involves the consistent exercise of discretion and judgment, and required knowledge of an advanced nature in the field of physical, biological, or social science, or in the field of learning. (Work is of such a character that the output produced or the result accomplished cannot be standardized in relation to a given period of time.) Employees qualifying as "professional" under Sec.2(12) of the Taft-Hartley Act may not be included in a unit containing non-professional employees unless the professional employees so elect.

Professional sanctions - Techniques to bring pressure upon an employer which were developed by the National Education Association as alternatives to the strike sanctions. Include the following: publicity directed at unsatisfactory working conditions; recommendations that members of the profession refuse to accept employment with the employer; censure, suspension, or expulsion of members who take jobs with the employer; organized campaigns to arouse public opinion and political action to force change.

Progression wages - Graduated wages, within specific limits for each job, based on length of service or merit ratings in contrast to increased wages resulting from promotions to higher jobs.

Q:

"Quickie" strike - A spontaneous stoppage of work by a group of employees without the sanction or approval of the union; also known as a wildcat strike.

R:

Raiding - An organization's attempt to enroll members of another organization or employees already covered by an agreement negotiated by another organization, with the intent to usurp the latter's bargaining relationship.

Rank and file - Members of a union other than the officers.

Ratification - Formal approval of a newly negotiated agreement by vote of the organization members affected.

Recall - Process of reinstating laid-off employees usually based on the same principles that governed order of layoff in inverse order (e.g., last worker laid off is first to be rehired).

Recognition - The acceptance by an employer of an employee organization as the majority representative of employees in an appropriate unit. Recognition is a major step in the establishment of a collective bargaining relationship and usually follows an election in which the majority of employees have selected an organization to represent them. Under certain conditions, employers may also voluntarily recognize an organization without an election or official certification.

Refusal to bargain - Findings made by the administrative agency indicating that either the employer or the union has failed to bargain "in good faith" according to the requirements of the statute.

Reinstatement - Return to employment of persons unlawfully discharged.

Renewal clause - The section of a collective bargaining agreement which provides for the automatic extension of the agreement, usually on a year-to-year basis.

Re-opening clause - A provision in a collective bargaining agreement stating the time or the circumstances under which negotiations can be requested prior to the expiration of the contract. Re-openings are usually restricted to specific wage issues and not used for the contract as a whole.

Representation proceeding - A procedure for the purpose of determining the majority representative of employees, if any, in an appropriate collective negotiating unit.

Retrenchment - Refers to the layoff of academic personnel or the curtailment of academic programs due to the loss of enrollment or financial exigencies.

Retroactive pay - A delayed wage payment for work done previously at a lower rate. Income due workers when a new contract provides for a wage increase for work completed prior to the time the contract goes into effect.

Right-to-bargain - The collective bargaining rights of a labor organization as provided for by federal and state law. It obtains these rights when it has been recognized and certified as the collective bargaining agent for employees in the bargaining unit. The right to bargain is retained as long as it is supported by a majority of the unit.

Right-to-organize - The right to be free from interference or retaliation of any kind by the employer; one of the basic rights given to employees under collective bargaining legislation.

Right-to-work - A term describing laws which ban union-security agreements by forbidding contracts making employment conditional on membership or non-membership in labor organizations, i.e., a term banning union-security agreements, such as union and agency shops.

Right-to-work laws - State laws which make it illegal for a collective agreement to contain union shop, maintenance of membership, preferential hiring, or any other clauses calling for compulsory union membership. State legislatures were authorized to pass such laws by the Taft-Hartley Act of 1947.

Ripple effect - The impact of a negotiated wage increase or other economic benefit upon the expectations of other employees who are not covered by that collective bargaining agreement but who work under the same employer.

Rival union dispute - A dispute between two or more unions over which one shall represent a particular group of workers as their collective bargaining agent. A rival union dispute differs from a jurisdictional dispute in that the latter is concerned with claims to jobs or kinds of work, whereas in a rival union dispute the unions acknowledge no jurisdictional boundaries between them but each is contending for the right to represent the workers on the jobs.

Run-off election - Second election directed by a labor board when the first election failed to produce a majority vote for any one choice presented.

S:

Sabbatical leave - A leave of absence granted a faculty member after a period of service, usually seven years.

Scab - An employee who continues to work during a strike; also a person who accepts employment in a non-union shop or under non-union conditions at a time when the union is trying to organize the industry.

Scope of bargaining - The actual subject matter which management and employee organizations bring within the area of the collective bargaining agreement, usually described as wages, hours, and other terms and conditions of employment. In higher education, a major distinction is made between mandatory and permissive subjects.

Secondary strike - A strike against an employer who uses or sells materials from a struck plant; differs from a sympathetic strike in that there is a business connection between the employers involved in the initial and the secondary strikes.

Separability clause - A stipulation in an employer-union agreement which protects the validity of the remainder of the contract should any particular provision be declared illegal or void for any reason.

Settlement agreement - Terms agreed upon in the settlement of charges before the NLRB without a full-dress hearing, decision, and order. To be binding, such agreements must have the consent of the NLRB.

Severance pay - A lump sum paid to a worker who has been permanently separated from the job due to a reduction of the work force, the elimination of certain job classifications, or any reason for which the worker is not responsible.

Showing of interest - Support union must show among employees in bargaining unit before NLRB will process union's election petition. The Board requires a union seeking a representation election to make a showing of interest among 30 percent of the employees in the bargaining unit.

Standard agreement - A collective agreement prepared by the national union for use by its locals. The purpose of a standard agreement is to relieve the locals of the task of drafting their own agreements while promoting the standardization of working conditions throughout the industry.

State arbitration statutes - Are of three general types: (1) general statutes designed primarily for commercial disputes some of which may be used for labor disputes; (2) special labor arbitration statutes, which contain some detail as to procedure; and (3) statutes which merely "promote" arbitration by charging a state agency to encourage its use.

Strike - Concerted cessation of work as a form of economic pressure by employees, usually organized, to enforce acceptance of their terms. (See also Strike, Illegal Strike, Sympathetic Strike).

Strike notice - Any type of notice that must be filed with a state or federal agency stating that negotiations have come to an impasse and a strike is pending.

Strike vote - Balloting or canvass on question of calling a strike.

Student employment - For the purpose of this bibliography, graduate student employment that might have a collective bargaining relationship, such as teaching assistants and research assistants.

Submission - A submission (sometimes called a "stipulation" or an "agreement to arbitrate") is used where there is no previous agreement to arbitrate. The submission, signed by both parties, describes an existing dispute and often also names the arbitrator.

Sunshine bargaining - See Goldfish bowl bargaining.

Supervisor - As defined by the N.L.R.A. - Any individual having authority in the interest of the employer to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, to adjust their grievances, or effectively recommend such action. Under most labor laws, supervisors may not be included in a bargaining unit with employees they supervise.

Sympathetic strike - A strike of workers who are not directly concerned with the matter in dispute but have participated in order to demonstrate worker solidarity and thus broaden the group pressure upon the employer against whom there is a strike for a specific cause.

T:

"Tandem" wage increase - An increase automatically given a group of employees as the result of an increase negotiated with another group. For example, a pay increase to office workers similar to that negotiated with production workers.

Taylor Law - The popular name of New York State's public employee collective bargaining statute, enacted in 1967.

Temporary employee - One who is employed for a short period of time and who therefore does not have seniority rights or other privileges incident to permanent status. Under union-shop agreements, may be given a working permit in lieu of union membership.

Tenure - Long-term job security and salary rights given to a faculty member upon his completion of a probationary period. Generally granted to faculty members after three to six years of service in an institution, protecting them from dismissal for all but gross violations of law and ethics.

Tenured-in - A situation in which the number of tenured faculty members prohibits the infusion of new teachers.

Top-down contract - A collective bargaining agreement reached between an employer and the head of the union without the participation of the rank and file through either a negotiating committee or a ratification procedure.

U:

Umpire - An outside person employed jointly by the union and the employer usually for a definite period of time, to whom final decision disputes over the interpretation or application of provisions of the agreement are referred. Although arbitrator, impartial chairman, referee, and umpire are sometimes used indiscriminately, the latter three are more commonly applied when such persons serve in a permanent capacity as distinguished from an arbitrator who is appointed to settle a particular dispute.

Unauthorized strike - A strike by employees contrary to the advice or without the consent of their union.

Unfair employment practice - Discrimination in employment based on race, color, religion, sex, or national origin. Forbidden by federal and some state laws.

Unfair labor practice - Practice forbidden by the National and several State Labor Relations Acts. Common unfair labor practices include an employer's dominating or supporting a union, or threatening employees with reprisals if they choose to unionize.

Union dues - Monthly sums paid by union members to their local unions. The amount of the dues is sometimes set by the international union, but more often by the local.

Union jurisdiction - The types of work, or entire industry, which a union claims or which its federated body (A.F.L. - C.I.O.) has assigned to it, as a basis for its membership. (See Jurisdictional Disputes).

Union organizer - Member of a staff of a local or international union whose function among others, is to recruit new members.

Union security clauses - Provisions in a collective bargaining agreement designed to secure the status of the employee organization against employers, non-union employees, and/or raids by competing organizations. Some devices are agency, closed, and union shops, and maintenance-of-membership provisions.

Union shop - Arrangement with a union by which employer may hire any employee, union or non-union, but the new employee must join the union within a specified time and remain a member in good standing.

Union steward - A union representative usually elected by the employees to help them with grievances and convey information to union officials or administrators. The union or "shop" steward continues to work for the employer, while handling union duties.

Unit - Shortened form of "unit appropriate for collective bargaining." It consists of all employees entitled to select a single agent to represent them in bargaining collectively. Often called the bargaining unit.

Unit determination - The process by which certain employees are grouped into a unit to select a single bargaining agent to represent them in collective bargaining negotiations. Determination is based on several criteria such as community of interest, employee desires, collective bargaining history, and the administrative organization of the employer.

Up-or-out rule - A practice, used by most colleges, under which faculty members who are not granted tenure after a specified period are automatically dismissed. See also Non-reappointment, Probationary Faculty.

V:

Vesting rights (vested rights) - Applicable to many pension or retirement plans. Refers to the pension rights which permit employees to terminate employment before attaining retirement age, but without forfeiting accrued pension financed through employer contributions.

Voluntary recognition - See Recognition.

W:

Wage award - The specified wage rates determined by an arbitrator or government agency.

Wage reopener - A clause in the contract allowing re-opening of negotiations on wages after a certain time, or dependent on certain conditions, even though the contract has not terminated.

Wagner Act - See National Labor Relations Act.

Walkout - Often a synonym for a strike; sometimes a synonym for a wildcat or quickie strike.

Wildcat strike - A work stoppage, usually spontaneous, by a group of organized employees without the authorization or approval of the employee organization.

Work jurisdiction - Right claimed by union under its charter to have its members and no others engaged in certain work. (See Jurisdictional Dispute)

Work permit - Card issued by union having closed shop to show permission that holder, though not a full-fledged union member, may be employed under contract.

Work rules - Rules regulating on-the-job conditions of work, usually incorporated in or referred to by the collective agreement.

Work stoppage - A temporary halt to work, initiated by workers or employer, in the form of a strike or lockout.

Written grievances - Grievances which must be written out; required in most collective bargaining agreements.

Z:

Zipper clause - Clause that seeks to close all employment terms for the duration of the labor contract by stating that the agreement is "complete in itself" and "sets forth all terms and conditions" of the agreement. The opposite of a past-practices clause.

GLOSSARY SOURCES

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ACRONYMS - ABBREVIATIONS

AAA - American Arbitration Association
AAHE - American Association for Higher Education
AAJC - American Association of Junior Colleges
AASA - American Association of School Administrators
AAUP - American Association of University Professors
ABA - American Bar Association
ACBIS - Academic Collective Bargaining Information Service
ACCF - Associated Community College Faculties
ACE - American Council on Education
ACRL - Association of College & Research Libraries
AFGE - American Federation of Government Employees
AFL - American Federation of Labor
AFL-CIO - American Federation of Labor - Congress of Industrial Organizations
AFSCME - American Federation of State, County and Municipal Employees
AFT - American Federation of Teachers
AHA - American Hospital Association
ALMA - Association of Labor Mediation Agencies
AMA - American Management Association
AUT - Association of University Teachers

BLS - Bureau of Labor Statistics
BNA - Bureau of National Affairs
BSEU - Building Service Employees Union

CAPE - Coalition of American Public Employees
CAUT - Canadian Association of University Teachers
CCHE - Carnegie Commission on Higher Education
CLC - Cost of Living Council
CPI - Consumer Price Index
CSC - Civil Service Commission
CSEA - Civil Service Employees Association

ECS - Education Commission of the States
EEOC - Equal Employment Opportunity Commission
ENS - Educators Negotiation Service
EOC - Equal Opportunity Commission
ERB - Employment Relations Board (Preceded by state's initials)
ERIC - Educational Resources Information Center

FEP - Fair Employment Practice
FLRC - Federal Labor Relations Council
FMCS - Federal Mediation and Conciliation Service

GAW - Guaranteed Annual Wage
GERR - Government Employee Relations Report (BNA)
GNP - Gross National Product

IBEW	-	International Brotherhood of Electrical Workers
IBTU	-	International Building Trades Unions
IBUE	-	International Brotherhood of University Employees
IUEW	-	International Union of Electrical, Radio and Machine Workers
IUOE	-	International Union of Operating Engineers
LA	-	Labor Arbitration and Dispute Settlements (BNA)
LAIRS	-	Labor Agreement Information Retrieval System (Civil Service Commission)
LIU	-	Laborers' International Union
LMRA	-	Labor Management Relations Act
LMRS	-	Labor Management Relations Service
LRB	-	Labor Relations Board
LRR	-	Labor Relations Reporter (BNA)
NAA	-	National Academy of Arbitrators
NACUA	-	National Association of College and University Attorneys
NACUBO	-	National Association of College and University Business Officers
NAGE	-	National Association of Government Employees
NCSCBHE	-	National Center for the Study of Collective Bargaining in Higher Education
NEA	-	National Education Association
NLRA	-	National Labor Relations Act
NLRB	-	National Labor Relations Board
NUHHCE	-	National Union of Hospital and Health Care Employees
NUSOG	-	National Union of Security Officers and Guards
NYSLRB	-	New York State Labor Relations Board
NYSUT	-	New York State United Teachers
OER	-	Office of Employee Relations
OFCC	-	Office of Federal Contract Compliance
OPEIU	-	Office and Professional Employees International Union
OSHA	-	Occupational Safety and Health Administration
PERB	-	Public Employment Relations Board
PERC	-	Public Employment Relations Commission
RDTEU	-	Research, Development and Technical Employees Union
SCMEU	-	State, County and Municipal Employees Union
SEIU	-	Service Employees International Union
SFLRP	-	Society of Federal Labor Relations Professionals
SPIDR	-	Society of Professionals in Dispute Resolution
UFCT	-	United Federation of College Teachers
UFT	-	United Federation of Teachers

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American Association of
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